



MCAS MIRAMAR STRATEGIC PLAN



27 June 2006

1. SITUATION

a. General

(1) As an integral fifth element of the Marine Air Ground Task Force, Marine Corps Air Station (MCAS) Miramar must continue to be a force in readiness capable of providing aviation ground support to a variety of operational forces. Everything we do is directed towards enhancing combat readiness and assisting our tenant Marine Aircraft Groups, squadrons, and visiting units in their preparation to deploy and employ their forces for war and Operations Other Than War (OOTW). During a contingency, MCAS Miramar Marines and Sailors will be called upon to augment deploying units. Accordingly, our military personnel must be prepared operationally, physically, medically, and emotionally for short-notice deployment.

(2) MCAS Miramar's infrastructure has dramatically improved during the past nine years due to Military Construction (MILCON), and Base Re-alignment and Closure (BRAC) legislation. One of our primary tasks is to effectively operate and maintain our infrastructure in the best possible condition when confronted with diminishing resources. Additionally, Marine Aviation will be completely transformed in the next few years as the Corps introduces the MV-22, Joint Strike Fighter UH-1Y, and the AH-1Z. MCAS Miramar's team of professionals, and its facilities and infrastructure, must be capable of supporting future modernization that will require the best management and allocation of resources to optimize operational support essential to enhancing combat readiness. These efforts will require us to economize; prioritize; and make prudent, financial, and personnel decisions that will gain the most operational efficiencies in the long term.

(3) The MCAS Miramar's Strategic Plan provides guidance and direction to focus the efforts of our military and civilian personnel in the accomplishment of our mission and to enhance the team's understanding of my intent and the command's training objectives, readiness goals, safety parameters, and how we will collectively operate and maintain the Air Station during the next five years.

b. Assumptions

(1) Additional units, as a result of future BRAC initiatives and realignments, will be based at MCAS Miramar.

(2) The number of supported flight operations will remain at its current level.

(3) O&M funding will not substantially increase in POM FY-07 through POM FY-12.

(4) The Table of Organization and staffing goals will adequately support the Air Station's mission.

(5) Current environmental laws and regulations will not change.

(6) The MV-22 and the Joint Strike Fighter will eventually be based at MCAS Miramar.

2. MISSION. To operate and maintain the Marine Corps' premier Air Station in support of flight operations to prepare Marines for combat.

3. EXECUTION

a. Commander's Intent

(1) The purpose of the Strategic Plan is to provide the guidance and direction necessary to accomplish the Air Station's mission for the years 2006-2011. These next five years will be demanding as operational tempo (OPTEMPO) and declining resources challenge us daily. Therefore, in the face of possible dwindling resources and expanding requirements, we must carefully evaluate all expenditures of time, effort, and money. In conjunction with this Strategic Plan, we will modify our internal structure and procedures in order to maximize resources in support of prioritized requirements. Staff estimates are ongoing as we evaluate alternatives and reforms to the way we currently conduct business.

(2) Our focus of effort will continue to be to provide superior aviation ground support to 3d MAW, MAGs, squadrons, and transient units and aircraft. To this end, we must ensure our personnel are trained to provide this service and ready to deploy in support of contingency operations, if required. Our facilities and equipment that support our customers must be well maintained, updated, and in some cases, built, to support and protect the preponderance of aircraft using MCAS Miramar.

(3) As good stewards of our surroundings, we will continue to protect the environment in order to preserve our natural resources and endangered species. However, we must also defend against growing encroachment of both ground and air space. We will execute our Integrated Natural Resource Management Plan to guide resource stewardship in support of the military mission.

(4) Safety must be intricately intertwined with all aviation ground support operations and become a part of every Air Station Marine and civilian's personal daily routine. We will utilize the tenets of Operational Risk Management in all we do on a deliberate and subconscious level. All leaders must continually emphasize and supervise the safety programs in their sections. Furthermore, I hold every member of this command ultimately responsible and accountable for their own safety.

(5) It remains increasingly important to emphasize the unbreakable links between organization, individuals, family, and community. We must ensure an appropriate balance of all four. We will provide improved quality of life and service initiatives to members of our command. As an example, we will continue to renovate our BEQs where the vast majority of our single Marines live and upgrade the offices, hangars, and working environment on MCAS Miramar. We must emphasize continuing education, to include professional, technical, and college-level courses

in order for Air Station personnel to maintain a high degree of proficiency. Tuition assistance, Corporal and Sergeant courses, Staff NCO Academy, career and intermediate level non-resident officer schools, Enlisted to Officer Programs, and civilian professional development will all be advertised and personnel will be encouraged to apply. Finally, we will engage our local community by assisting in the elementary schools, hosting high school Career Days, and participating in other civic events. We will encourage our Marines to be good citizens by taking an active role in their communities and neighborhoods.

b. Concept of Operations

(1) MCAS Miramar commanders, department heads, section leaders, and staff will use the Mission Essential Task List (METL) contained in Annex A, current directives, and the Naval Aviation Training and Operations Manual (NATOPS), as appropriate, as guidelines for developing training goals, standards, and objectives.

(2) To provide adequate training ground and airspace, MCAS Miramar will, in conjunction with the Marine Corps Installations West (MCI West) actively defend our air and ground space and ranges against encroachment.

(3) At every available opportunity, we will deploy permanent and Fleet Assistance Program (FAP) personnel in support of the Global War on Terrorism (GWOT), Weapons and Tactics Instruction courses, Marine Expeditionary Unit (Special Operations Capable) (MEU (SOC)) workups and deployments, personnel exchanges, and other training exercises in order for our Marines to increase their military occupational specialty (MOS) knowledge and proficiency during contingency operations.

(4) MCAS Miramar will coordinate, plan, seek higher headquarters validation and funding, and supervise construction and renovation for buildings, equipment, and other infrastructure upgrades at the Air Station.

(5) We must continue to alleviate personnel staffing shortfalls through aggressive interaction with higher headquarters, 3D MAW, and MAG-46 to increase reenlistments, and expediting the separations/discharge process.

(6) We will support our families with a wide variety of first class services and support, both tangible and intangible.

(7) We will support our local community and schools by volunteering, hosting Career Days, and providing Air Station tours.

c. End State

(1) A fully developed, well lead and managed Air Station capable of providing required aviation ground support for all tenant units and visiting aircraft.

(2) A highly trained, safe, and dedicated combat capable unit.

(3) A world class family and personnel support and a quality of life program.

(4) Properly positioned to insure continued operations at MCAS Miramar

(5) Marines, Sailors and civilian employees who are upstanding citizens.

d. Key Functions. MCAS Miramar will be organized around the following functions to accomplish the mission:

- (1) Command
- (2) Aviation Operations
- (3) Personnel Support
- (4) Logistics Support
- (5) Facilities Management
- (6) Financial Support
- (7) Communications/Information Technology Support
- (8) Environmental
- (9) Force Protection
- (10) Family Support

4. ADMIN AND LOGISTICS

a. Administration

(1) The MCAS Miramar Executive Officer is the overall coordinator for the Strategic Plan.

(2) The Commanding Officer, Headquarters and Headquarters Squadron and the Department Heads are responsible for managing their assigned objectives and tasks.

(3) Objectives, tasks, progress reports and metrics will be reviewed annually at the beginning of each Fiscal Year or as directed by Higher Headquarters.

b. Logistics. We must conduct, monitor, and aggressively manage detailed long-range planning to meet our training objectives, mission completion, and efficient use of our finite resources.

5. COMMAND AND SIGNAL

a. Command. MCAS Miramar Headquarters provides a viable planning and support structure for implementing this Strategic Plan, while Headquarters and Headquarters Squadron and the Air Station staff focus on operations. As with any plan, MCAS Miramar will respond to changing conditions. Responsibility, accountability, safety, and combat readiness go hand-in-hand. Together they instill a positive command attitude towards safety, mission accomplishment, efficiency, and individual commitment to professionalism.

b. Signal. The bedrock of this plan is a two-way, continuous, honest dialog and exchange of ideas and solutions among all members of this command.

6. CORE COMPETENCY GOALS

a. Operations and Training Support

Goal 1: Support current and future force deployment requirements.

Measure 1.1: Operational units' access to road, rail, air, and sea meets all Joint and Marine Corps operational plan requirements. Target: 100% by 2009.

Measure 1.2: Operational units' access to road, rail, air, and sea meets all Joint and Marine Corps operational plan requirements. Target: 100% by 2009.

Measure 1.3: Percent deployment billeting support. Number of Force Marines billeted/number of billeting requested. Target: 100% supported annually. Target: 100% supported annually.

Measure 1.4: Percent mobilization support. Percent of force deployment plan requirement fulfilled/requested. Number of installation Marine and civilians requested for training support and/or deployments. Target: 100% supported annually.

Measure 1.5: Complete mobilization plans. Target: 100% by 2009.

Measure 1.6: Percent personnel support to meet OPLANS. Target: 100% supported annually.

Measure 1.7: Percent operational facilities. Target: 100% supported annually.

Measure 1.8: Percent equipment available to meet OPLANS. Target: 100% supported annually.

Measure 1.9: Communication support provided. Target: 100% validated per requirement.

Goal 2: Meet and anticipate Operating Forces' validated training requirements.

Measure 2.1: Real property assets examined and monitored for off-station land use entitlements held on behalf of U.S. of America and inventory compiled for data base assessment as needed. Percent of completed real property interests examined. Target: 100% by 2008.

Measure 2.2: Develop a Range Complex Management Plan that complies with the Marine Corps Range Operations. Target: 2010.

Measure 2.3: Provide telephone and computer support. Target: 100% review of requirements.

Measure 2.4: Develop a Range Inventory and Maintenance plan that encompasses range capabilities, training capacity, constraints, and future requirements. Target: 50% by 2008; 100% by 2010.

Goal 3: Shape land, sea, and airspace.

Measure 3.1: Ensure on-time installation and operation of TRIMS per fielding schedule.
Target: Completed by 2010.

Measure 3.2: Shape air space in coordination with SoCal Tracon through communications support. Target: 24/7 review of requirements annually.

Measure 3.3: GEMD shaping of air space through full navigational coverage of airfield.
Target: 24/7.

Goal 4: Support current and future Force Protection requirements.

Measure 4.1: Develop comprehensive Force Protection plans. Target: 100% by 2007.

Measure 4.2: Ensure station personnel comply with AT Level I awareness training requirements. Target: 100% by 2007.

Measure 4.3: Ensure AT executive committee is established and meets semi-annually.
Target: 100% by 2007.

Measure 4.4: Ensure that Threat Working Group meets quarterly. Target: 100% by 2007.

Measure 4.5: Ensure that the Force Protection Working Group meets quarterly. Target: 100% by 2007.

Measure 4.6: Ensure station personnel (including tenant units) participate in Random AT Measures (RAM) planning and execution. Target: 100% by 2007.

Measure 4.7: Ensure that all station and tenant units have developed site-specific measures for each FPCON. Target: 100% by 2007.

Measure 4.8: Implement CBRNE emergency response measures. Target: 100% by 2008.

Measure 4.9: Identify critical Infrastructure and develop plans to protect it from disruption.
Target: 100% by 2008.

Measure 4.10: Provide Land Mobile Radio support. Target: 100% by 2008.

Measure 4.11: Ensure that vulnerabilities identified by (JSIVA, NIVA, or HHA) are mitigated, or risk is assumed in writing by the Commanding Officer. Target: 100% by 2008.

Measure 4.12: Ensure that Primary Gathering buildings meet AT/FP standards. Target: 100% by 2010.

Measure 4.13: Provide data and voice communications. Target: 100% review of requirements annually.

Goal 5: Provide effective command control.

Measure 5.1: Integrate into MCIWEST C2 plans as scheduled. Target: 100% by 2008.

Measure 5.1: Integrate into MCIWEST COP as scheduled. Target: 100% by 2010.

Goal 6: Maintain personnel and equipment to support current and future security and law enforcement, firefighting, and emergency medical service requirements.

Measure 6.1: Percent sustain security and law enforcement baseline to maintain security for mission critical assets, high occupancy building, and good order and discipline. Target: 100% by 2007.

Measure 6.2: Percent sustain structural and wildland firefighting baseline. Target: 100% by 2007.

Measure 6.3: Percent sustain emergency medical service baseline. Target: 100% by 2007.

Measure 6.4: Percent provide critical incident/consequence management for law enforcement and fire incidents. Target: 100% by 2007.

Measure 6.5: Percent sustain liaison with local law enforcement, fire, and ambulance agencies. Target: 100% by 2007.

Measure 6.6: Percent maintain mutual aid with local fire agencies. Target: 100% by 2007.

Measure 6.7: Percent provide staff support/review regarding installation law enforcement, traffic safety, physical security, antiterrorism, and fire safety programs. Target: 100% by 2007.

b. Sustainment and Maintenance

Goal: 7: Provide adequate facilities.

Measure 7.1: Commanding Officers Readiness Reporting System (CORRS) overall. The CORRS overall rating of facilities within installation. Target: C2 by 2010.

Measure 7.2: Percent of square footage of aged and excess facilities demolished. Target: 10% reduction annually.

Measure 7.3: Percent Master Plan complete. Target: 100% by 2007.

Measure 7.4: Percent of Marines and Sailors provided adequate 2X0 billeting (1X1). Target: 100% by 2009.

Measure 7.5: Percent of facilities exceeding 67 years. Target: 0 by 2008.

Measure 7.6: Percent of facilities inspected IAW NAVFAC Manual M0322. Target: 100% by 2008.

Measure 7.7: Percent of sustainment model funding executed on sustainment. Target: 100% beginning in 2007.

Goal 8: Environmental compliance.

Measure 8.1: Meet full EMS Implementation. Target: 100% by 2007.

Measure 8.2: Request funding to HQMC for all class 0 and class 1 projects. Target: 100%.

Measure 8.3: Close all inactive and active MRP sites on board station. Target: 100% by 2011.

Measure 8.4: Resolve ECE findings. Target: 100% by 2007.

Goal 9: Provide effective services.

Measure 9.1: Percent of station owned fleet evaluated for leasing. Target: 35% annually.

Measure 9.2: Percent validation of GME inventory size/utilization. Target: 100% annually.

Measure 9.3: Percent of alternative fuel use requirements met for alternative fuel vehicles. Target: 100% by 2008.

Measure 9.4: Percent of food service Acceptable Quality Level (AQL) met. Target: 100% by 2008.

Measure 9.5: Percent reduction in MBTU/KSF (from 1985 baseline). Target: Non-Industrial: 30% by 2007, 35% by 2010. Industrial: 20% by 2007, 25% by 2010.

Measure 9.6: Percent of inadequate or substandard government owned homes. Target: 0 by 2007.

Measure 9.7: Number of deficit homes. Target: 0 by 2010.

Measure 9.8: Percent of families adequately housed. Target: 100% by 2010.

Measure 9.9: Provide data and voice communications to operating spaces. Target: 100% per requirements.

c. Workforce Management

Goal 10: Achieve a viable and sustainable workforce.

Measure 10.1: Percent of communities of interest development plans complete. Target: 100% by 2007.

Measure 10.2: Percent of civilian staff meeting requirements. Target: 100% by 2007.

Goal 11: Effectively manage military workforce.

Measure 11.1: Percent of chargeable military Marine billets filled. Target: 90% in the aggregate by 2007.

Measure 11.2: Percent of Fleet Assistance Program (FAP) billets filled. Target: 100% of FAP agreement by 2007, negotiated semi-annually.

Measure 11.3: Review T/O for suitability to evolving mission requirements. Target: 100% review by 2009, validated annually.

Measure 11.4: All Air Station Marines assigned a mentor. Target: 100% by 2007.

Goal 12: Reduce safety mishaps.

Measure 12.1: Ensure re-alignment of T/O to meet safety goals. Target: 100% by 2007.

Measure 12.2: Staff T/O to maintain compliance of MCO 5100.8F 29A. Target: 100% by 2008.

Measure 12.3: through leadership and engagement, focus efforts on elevated risk operations and personnel. Target: 50% reduction by 2007.

Goal 13: Guard against Encroachment.

Measure 13.1: Develop a plan that utilizes available range management tools to quantify training impacts due to encroachment. Target: 100% by 2008.

Measure 13.2: Actively engage on all levels to monitor and manage encroachment. Target: Ongoing.

Measure 13.3: Promote development of a long-term sustainment strategy. Target: 100% completed by 2008.

Measure 13.4: Promote planning efforts for airspace, landspace, seaspace, and spectrum that are consistent with sustainability of the mission. Target: 100% completed by 2008.

Measure 13.5: Promote success in community outreach activities. Target: Ongoing.



P. C. CHRISTIAN

ACKNOWLEDGE RECEIPT

ANNEXES:

A - Mission Essential Task List B - Department Support Plans

Distribution: A

ANNEX A (Mission Essential Task List) to Marine Corps Air Station Miramar Strategic Plan

MCAS Miramar Mission Essential Tasks

1. Provide command, control, and administration of MCAS Miramar.
2. Provide communication services to the Air Station.
3. Provide vision, organization, and execution in the planning, construction, and maintenance of facilities.
4. Provide crash/fire/rescue and structural fire-fighting services.
5. Provide explosive ordnance disposal in relation to the Air Station.
6. Provide food services and messing facilities.
7. Provide fueling support for ground maintenance and aircraft.
8. Provide motor transport internal to the Air Station.
9. Provide police, military/flight line security, and law enforcement.
10. Provide air traffic control of the Miramar airspace.
11. Provide weather services.
12. Provide environmental awareness and protection of our natural resources.
13. Provide hazardous waste control and collection.
14. Provide training of individuals of organic personnel and personnel of selected supported units.
15. Provide family services and support.
16. Provide personnel administration services for organic personnel and personnel of other than Reserve tenant units.
17. Provide identification cards for eligible personnel.
18. Provide selected postal services for military members and units on board MCAS Miramar and when deployed.
19. Provide information and personnel security services for organic personnel.